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UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

June 14, 1946

MEMORANDUM NO. 1163

Preparation and Submission of Management Improvement Reports

This memorandum revises previous instructions on the preparation and submission of management improvement reports. Individual case reports on Form AD-275 are being continued; narrative summary reports are discontinued.

I. GENERAL

All agencies of the Department are requested to submit reports on their management improvement activities in accordance with the following instructions. Each agency should instruct its employees both at headquarters and in the field in the proper preparation of reports on Form AD-275.

II. FORM AD-275, MANAGEMENT IMPROVEMENT REPORT

- A. Prepared by: Form AD-275 may be prepared by (a) individual employees; (b) supervisors; (c) technicians and analysts; and (d) administrative officers. Generally, unless otherwise provided in agency instructions, the person responsible for instituting the improvement, or authorizing its adoption, should be responsible for seeing that a report is prepared.
- B. Types of Improvements to Be Reported: Form AD-275 should be used to report adopted improvements in management, organization, and work methods, and the better use of personnel, materials, and facilities. It is applicable to improvements made as the result of suggestions but is not limited thereto and should be used to report economics and efficiencies otherwise attained. The report is not to be used to tell about proposed or incomplete improvements. Bureaus, for their own benefit, should maintain complete files of all improvements reported. In addition, the Department will maintain a file for use in connection with "hearings", as a means of relaying management ideas to bureaus, and to otherwise demonstrate departmental progress in the field of management. Only those AD-275 reports which in the opinion of the bureau Key Management Representatives are significant, unusual, or of possible benefit to other departmental agencies should be transmitted to the Secretary's Office. However, a separate listing of adopted improvements not represented by AD-275 reports submitted to the Secretary should accompany the reports selected for submission.

- C. Substance of Reports: Reports should be as short and concise as possible. Outlining is preferred to complete sentences. Reports should be prepared in such a way as to make them as helpful as possible to other agencies in dealing with similar problems. Where possible, results should be reported in concrete measurable units such as number of forms, records, or reports eliminated; square feet of space saved; number, kinds, and value of material or equipment saved; per item or unit-of-work costs reduced; increased volume of work handled per person or unit; steps or units of work eliminated; total amount of money and time saved or made available for other work.
- D. Completion of Heading: The person preparing the report will fill in the spaces after Bureau or Agency, Organizational Unit, Reported By, Location, and Date of This Report. The key management representative, or his designee, will insert the ending date of the quarter in which the report is being submitted in the space after "For Quarter Ending;" and will signify approval of each report by signing or initialing in the space after "Approved by", on the submitted original. The space after "Bureau Report No." will be left blank for Departmental use.
- E. Frequency, Number of Copies, and Routing of Reports: Reports prepared on Form AD-275 will be routed within the agency in accordance with agency instructions. After review and approval, these reports should be submitted in duplicate to the Secretary at the beginning of each quarter.
- F. Requisitioning Forms AD-275: Submit requisition to Central Supply Division, Office of Plant and Operations, for forms AD-275.

III. PREVIOUS INSTRUCTIONS SUPERSEDED

General Departmental Circular No. 35 and Supplement I - except the page on Reporting Instructions - continue in effect. Supplement 2 of that instruction is hereby cancelled.

Clinton Anderson

Secretary

